

## MQA-12: MAJOR ARMY EXERCISES

**PREREQUISITES:** MQA-11

**REQUIRED READING:** NTC Continuity Folder, JRTC Continuity Folder, Korean Exercise Continuity Folder

**PURPOSE:** Familiarize new assigned ALO with major Army exercises.

### Introduction - (Slide 2)

A successful Army training rotation is the culmination of many months of work. A plan must be developed at least four months prior to the rotation in order to ensure success. This lesson explains what to expect in preparing for the following major Army exercises:

- ☐ Nation Training Center (NTC)
- ☐ Joint Readiness Training Center (JRTC)
- ☐ Ulchi Focus Lens (UFL)
- ☐ Roving Sands / Lucky Sentinel
- ☐ United Endeavor

### Nation Training Center (NTC) – (Slides 3 - 20)

#### Pre-deployment Preparation – (Slides 3 - 9)

A successful NTC rotation starts with robust preparation. In garrison preparation sets the groundwork for any deployment, NTC or real world. Before attending NTC the TACP needs to have adequate training, from the GRC-206 radio pallet to controlling aircraft. Review CAS request procedures and study enemy capabilities before deploying. Establish a training program, three months in length, which covers AFI 13-102 Tables 3.1 and 4.1, as well as every aspect of NTC. All TAC qualified personnel must be current and qualified when the battles start at NTC. An easy way to ensure this is to have everyone current within 45 days of deployment. Before NTC is too close, identify the personnel who will deploy and what unit they will be supporting. Typical manning at brigade consists of two ALOs, two ETACs and two ROMADs. At each battalion it will be one EBALO/BALO, one ETAC and two ROMADs. Typical equipment required for brigade is three MRC-144, one radio maintenance shelter, one supply shelter and one M-113. Each battalion should have two MRC-144 and one M-113.

In addition to Air Force training, quite a bit of Army and Air Force coordination must take place. The Army will have In-process Reviews (IPRs) starting about nine months prior to the rotation. At these meetings the logistics of the deployment will be discussed. It is necessary for the brigade ALO to be included. A schedule for transporting personnel and equipment will be worked out, and if the Air Force does not have their representative attend, they are forgotten. Remind the Army about the requirement for M-113s, track commanders, and drivers. Brigade HHC will handle most personnel issues. The First Sergeant and HHC commander need to understand the requirements of the Air Force. Even though we are not attached to them, they are our lifeblood out in the field.

Gather key brigade players (brigade commander, brigade XO, FSCoord, FSO, brigade S-3, battalion FSOs, battalion S-3s, BRT commander, Striker platoon leader, etc.) together and teach an OPD, so they better understand the Air Force. At this time you will have the Army in your house and should be able to explain how your TACP will employ. Be flexible but do not let the Army talk you into employing unreasonably. This will pay huge dividends in the future. Talk about everything from Air Force chain of command to how the ACA structure will work in the Brigade. This will lay the groundwork for how the targeting cell will function during battle. Without an efficient targeting cell CAS will never be effective.

Integrate the Air Force into the MDMP process. Don't let the brigade staff develop ACAs. This is the ALO's job. During MDMP touch base with all the shops that affect CAS. Field artillery probably affects CAS the most. We'll discuss this a little later. ADA needs to relay the weapons control status when friendly air is on station. Also, you may have more knowledge on enemy aircraft capabilities than he does, so lend your expertise. The S-2 should offer intel on what the greatest ground-to-air threats are and where they'll be located. Does he know where they'll move? Do higher agencies have any intel to share? How about ELINT and other theater defense systems? The AVN LNO needs to be contacted for any information about Joint Aircraft Attack Teams (JAAT). The S-3 needs to be contacted for the maneuver scheme. The ETACs should maneuver with the task forces if you're deployed with an armored brigade, and the maneuver scheme must be understood in order to position your ETACs properly. The maneuver scheme also drives the time of 1972 preplanned requests. Finally, the XO need to be involved. He should be the brigade commander's mouthpiece for the brigade staff. MQA-7 discusses many of these issues. All these issues need to be addressed and resolved before departure to NTC. Once at Ft. Irwin, it is too late to figuring out how to fight.

Don't let the Army task the Air Force with anything. Remember, the Air Force supports a brigade, it does belong to a brigade. The sooner the Army understands this, the simpler life will be.

As mentioned previously, the FSCOORD, FSO and the rest of the field artillery affect the CAS process - more so than any other arm of the Army. Without a good relation with the FSO and FSCOORD, CAS employment will be difficult at best. Integrate the Army into the CAS process. Coordinate with the FSO and integrate the field artillery battalion into Air Force training. During this time the "CAS Battle Drill" needs to be worked out. Without a well thought out Battle Drill, CAS and FA will not be effective. The strikers and scouts of the BRT should be instructed on how to perform indirect controls. This requires going out to the field, setting up different OPs, talking on the radio, and at least simulating a control of CAS. How is the field artillery and CAS going to use the same battle space? Also, figuring the logistics piece of the puzzle is critical during this time. "What equipment is needed?" and "How is the TACP deploying?" are questions that need answered. About four months prior to the rotation begin coordinating with the Army so the problems are solved before deployment.

Besides training, meetings and discussions, sometimes you'll actually practice the whole battle. Army exercises like the brigade battle simulations (BBS) and field exercises allow the bugs to be worked out before the big show at NTC. (The BBS is more or less a communications exercise) After this is perfected, the next steps are the field exercises (GAUNTLET, CALFEX, Task Force Ex Evals, FCX, etc.) that allow everything to be put together.

### **Leadership Training Program – (Slides 10 - 12)**

LTP is usually held about four months prior to the NTC rotation. It's a week-long event at Ft. Irwin, AIN CA, which allows the brigade staff to develop a working relationship. This is an Army sponsored 'exercise', so basic funding should be from the Army. (Air Force will fund the amenities that we enjoy and they don't). The only person who should attend is the brigade ALO. The week consists of briefings, and breaking down and analyzing the MDMP process. The final MDMP product allows a simulated war to be fought on the last day. As with most simulations, CAS is more abundant and fairly aggressive. This forces a well thought out ACA and targeting plan. When this concludes, the LTP staff gives a final critique. While at Ft. Irwin, make contact with the Ravens (Air Force Observer/Controllers) to discuss any issues unique to the Air Force. Along with LTP, Air Warrior provides a four-hour presentation at Nellis AFB, on how CAS is employed. This attempts to offer the Air Forces philosophy on how CAS should be employed. Try to establish the Air Warrior portion before LTP, while you have the Army's full attention. This allows the lessons learned to be implemented at LTP. (If held post-NTC, everyone is tired, wants to go home and tends not listen.)

### **Air Warrior Planning Conference – (Slides 13 - 14)**

A one-day event, the conference is held approximately three months prior to the NTC rotation. Here you'll briefly discuss the Air Force issues and how they relate to the upcoming NTC rotation. This is also a great time to evaluate the capabilities of the aircrew that will be supporting your rotation. The Air Warrior staff will provide the ALO with an overall schedule ... a 'hip pocket' ATO for the rotation. This includes which battles will be low war or high war, how much red air to expect, flying down days, and

kinds of weapons they will employ during Live Fire. The ALO also has the opportunity to explain the brigade commander's intent for CAS so the flying units can 'lead turn' their training. Be prepared to discuss other issues such as ABCCC, JSTARs and UAVs. Representatives from all playing units should attend.

#### **Deployment – (Slides 15 - 16)**

If coordination has been properly accomplished, getting to NTC is simple. The brigade S-4 will organize all logistics. How the equipment will be transported to NTC is the biggest issue. Different methods exist, but remember the GRC-206 is a high value item and must be secured. The best way to ship TACP equipment is by Joint Airborne / Air Transportability Training (JA/ATT). Another option is to line haul. This is simply a trailer that is secured and placed on a rail car. This is not as desirable as the JA/ATT because radios from the pallet must be removed and packaged for the line hauls while the rest of the non-secure system are shipped by rail. Other equipment, which does not need to be secured, should be put on the rail. Expect at least ten days between the time the equipment is loaded and when it arrives at its destination. Also, by using the JA/ATT, transportation for advon personnel is simple. At least four personnel and systems should go on the JA/ATT. However, when a KC-10 is used for the JA/ATT, the load plan is difficult. Keep the front axle weight under 3300 pounds and the rear axle weight under 4200 pounds. Expect to load no more than four systems on one plane. Remember other classified material must be treated appropriately. If a JA/ATT is not an option, four personnel should still go advon and the remaining personnel proceed with the Main Body. The advon should arrive at Ft Irwin 10 days prior to the 'box' time and the main body should arrive 7 days prior. The main body travels with brigade HHC. All personnel and equipment will fly into Southern California Logistics Airport (SCLA) and then make the trip to Ft. Irwin, about 70 miles to the northeast. When you arrive, the Army will stay at the 'Dust Bowl'. It is an open-air compound where they build combat power. Air Force assets will stay at the 'Raven's Nest' which is a secure compound where you will be able to sleep and shower inside everyday.

#### **AT NTC – (Slides 17 - 18)**

NTC should mirror most of what happens at home station. It is an excellent opportunity to practice how your TACP will be employed during a full-blown conflict. Upon arrival, the TACP needs to attend several meetings. First is the Raven 07 (all '07' callsigns are the OIC of the section) in-briefing. It's just a sit down with the Raven commander and his staff. You'll be brief on good NTC techniques and have a chance to explain what tactics you will plan on using. Next is the Video Teleconference (VTC) with Air Warrior. This is a discussion between the flying squadrons and the TACP. Make sure the flying units understand the overall intent for CAS. Last are the Army meetings. The brigade ALO will describe the qualifications and abilities of the TACP. Don't play the game where ETACs are positioned forward and kill everything deep. More than likely the ETAC will be killed, giving the Army the wrong impression of how ETACs are employed.

Reception, Staging, Onward Movement and Integration (RSOI) begins the Monday prior to the 'box'. Essentially for five days the Army builds combat power in order to fight in the Mojave Desert. The Air Force's part is to ensure we have the required M-113s and crews, and that all MRC-144s are prepared.

Don't forget to delegate; task personnel with specific jobs. An ALO should not worry about MREs, water, fuel, maintenance, etc., unless there is a problem in that area. (Contact the brigade S-4 for all logistical matters) Keep a positive attitude. No matter how you look at it, you will still end up spending 14 days in the 'box'.

The 'box' will last 14 days and consists of four to five Force-on-Force battles and two Live Fire battles. The TOC site will jump every couple of days. Be prepared and allow the Army to provide for protection during the move. Don't organize the TACP any differently just because it's NTC. Brigade assets need to stay at brigade and battalion assets need to stay at battalion. There should be plenty of Air Force liaison between brigade and battalion to ensure a coherent CAS plan. Establish a 'battle rhythm'. Sometimes sleep is a precious commodity so do not try to do everything yourself. Keep hydrated. The desert is dry in the summer and winter. Additionally, if time permits during RSOI or after the "box", take a short trip to Las Vegas. Nellis has a good threat museum and Indian Springs is home to the UAV, which probably will find its way into TACP operations in the future.

## **Re-deployment – (Slides 19 – 20)**

Re-deployment should mirror the Deployment phase. Turn in the equipment as soon as possible. Take the GRC-206 out of the all M-113s and let the Army deal with turning in the M-113. Once the home station equipment has been inventoried and shipped out, it's time to get personnel home as soon as possible. If it takes more than a week to get home, a commercial flight may prove cheaper for your squadron. Also, make sure to leave the Raven's Nest in better shape than when you arrived. This includes shampooing the carpet and washing everything down.

## **JTRC – (Slides 21 – 24)**

### **Introduction to the JRTC lesson plan**

Like a successful NTC rotation, JRTC starts with robust preparation. As a matter of fact, almost every phase of a JRTC rotation mirrors the NTC rotation. Therefore, this part of the lesson plan will look somewhat like the NTC lesson plan.

### **Pre-deployment Preparation – (Slide 21)**

Prior to deploying to the JRTC it's essential that the Flight Commander and Flight Chief develop a well thought out and detailed employment concept. When developing the deployment plan it's critical to keep in mind current AF TACP doctrine and Squadron policies. The timeline of your pre-deployment plan should be developed to coincide with the supported Brigade. Normally there will be three or four Field Training Exercises (FTX) with the army prior to the actual deployment to JRTC. These normally consist of force on force engagements and culminate with a live fire Combined Arms Live Fire Exercise (CALFEX). Flights who have young inexperienced Airmen and NCO's may need to front-load some training prior to the FTX/CALFEX to ensure they are well versed in GRC-206, airspace deconfliction, and field skills. In addition you may want to consider some intelligence training on enemy capabilities and cover all items in AFI 13-102 Tables 3.1 and 4.1. It is a must for all personnel to show up MR and/or TAC certified. In addition, JRTC requires a letter of X's showing qualifications for deployed personnel.

Determining the required manning in your TOC is another issue you'll need to resolve. The number of personnel you align at each level is determined by the mission and manning within your flights. Whenever possible, man your flights at 100 percent during the spin-ups and JRTC rotations. You may need to augment from other flight or out-source from Group personnel. You'll need to ask for these augmentees well in advance. Your flight chief will be the one to help you determine the needs within your flight.

In addition to being 100 percent manned, it's also a good idea to deploy all your weapons systems. You may also want to consider manning your flight with a radio technician. If you do decide to bring a technician you'll need to plan on deploying with a maintenance shelter. Other items to consider are M-113 support if this is the way your brigade plans to fight.

There are several meetings that take place prior to deploying. This is where most of the coordination takes place when preparing to deploy your personnel and equipment. The Army refers to these meetings as In Processing Reviews (IPRs). These typically start nine months prior to the rotation. It's a necessity for the ALO to attend these meetings. One of the main reasons for going to these meetings is to work out the scheduling of transportation of personnel and equipment to and from the rotation. If the Air Force is not represented they will leave and return at the army's whim. By not attending, your TDY may be extended an additional 14 days while waiting for transportation. The First Sergeant and HHC commander need to understand the requirements of the Air Force; even though we are not attached to them, they are the lifeblood out in the field.

To help the army staff understand how to employ CAS on the modern battlefield, set up a class ensuring key Brigade players attend. This list should include the brigade/battalion commanders, CSM's, XO's, FSCOORD's, FSO's, and S-3's. Host this meeting/class at your squadron. This way you will have them on your playing field. When discussing employing your TACP's, be flexible but don't let them dictate to you on how to most effectively employ AF equipment and personnel. This will pay huge dividends in the future. There are several areas that need to be addressed during this meeting in addition to the aforementioned topics. These include, but are not limited to Air Force Chain of Command and how it

effects operations when deployed, ACA structure, what constitutes a CAS target, airspace deconfliction etc...

Most meetings will take place at the Brigade headquarters prior to FTX's and in the TOC once deployed. While in these meetings, integrate the ALO into the MDMP process. During MDMP, touch base with all the shops affect CAS employment and planning. These entities include: CC, XO, Field Artillery, ADA, S-2, and S-3. Be sure and point out and reinforce the proper employment of the ETAC's within the brigade sector. It's critical to position your ETAC in the proper place at the right time. (For more details on specific jobs of the personnel mentioned above, see MQA-7). All these issues need to be addressed and resolved before departure to NTC. Figuring out how to fight is too late once you arrive at Ft. Irwin.

Invite your army counterparts to participate in an AF ran CAS training exercise involving live aircraft. This will help develop a close working relationship with the FSO/FSCOORD and helps facilitate a bond between professions. While participating in CAS training, work out the details of a "CAS Battle Drill". Without a well thought-out and practiced Battle Drill, CAS and FA will not be well coordinated. Take advantage of this opportunity to instruct Strikers and Scouts of the BRT on how to perform indirect controls. This requires going out to the field, setting up different OPs, talking on the radio, and at least simulating a control of CAS. Some questions that need to be answered during this process are; how is the artillery and CAS going to be used in the same battle space? What equipment is needed? How is the TACP deploying? Although this process should be continuous, start this type of training not later than four months prior to rotation.

Besides training, meetings and discussions, sometimes you'll actually practice the whole battle. Army exercises like the BBS and Field Exercises allow the bugs to be worked out before the big show at NTC. The BBS is more or less a communications exercise. After this is perfected the next step is the field exercises (GAUNTLET, CALFEX, etc.) that allow everything to be put together.

Prior to departing ensure the G-4 has reserved a building at JRTC for lodging before and after the rotation. The buildings you will occupy are on North Ft Polk and have showers and other facilities nearby for your members to use. If you forget to do this you may be forced into sleeping under the stars. The Tangos have no facilities to bunk deployed members.

### **JRTC Leadership Training Program (LTP) – (Slide 22)**

LTP is usually held about four months prior to the NTC rotation. It's a weeklong event at Ft. Polk, AIN LA. The LTP allows the Brigade Staff to develop a working relationship prior to deploying to JRTC. This is an Army sponsored 'exercise', so the basic funding should be from the Army. Your Squadron will need to fund the other items such as car rentals. The only person who needs to attend is the Brigade ALO. The week consists of briefings, and breaking down and analyzing the MDMP process. The final MDMP product allows a simulated war to be fought on the last day. As with most simulations, CAS is more abundant and fairly aggressive. This will force a well thought out ACA Plan as well as always having a target continually nominated for CAS. When this concludes, the LTP staff gives a final critique. While at Ft. Polk, make contact with the Tango's (Air Force Observer/Controllers) to discuss any issues unique to the Air Force. Try to establish the Air Warrior portion before LTP, while you have the Army's full attention. Not only does it allow the lessons learned here to be implemented at LTP, but also if it's held post JRTC, everyone is tired, wants to go home and tends not listen to more briefings.

### **Air Warrior II Planning Conference**

This is a one-day event held at Barksdale AFB. The conference is held approximately three months prior to the JRTC rotation. At the conference, Air Force issues and how they relate to the upcoming JRTC rotation will briefly be discussed. The ALO does not normally attend this conference.

### **JRTC Deployment – (Slide 23)**

The brigade S-4 is the shop that will organize all logistics. If coordination has been properly accomplished, getting to NTC should be uneventful. If you do encounter problem or have any questions contact the S-4. The major issue you'll need to answer is "How your equipment will be transported to JRTC?" Each squadron has their own method, but remember the GRC-206 is valued in the six figures and must be secured; otherwise, some components may never arrive at the desired location. The best way to

ship the equipment for stateside units is by JA/ATT. Another option is to line haul in a secure container placed on a rail car. This is not as desirable as the JA/ATT because radios from the pallet must be removed, packaged for the line haul and the rest of the non-secure system will be shipped by rail. The other equipment, which does not need to be secured, should be shipped by rail. The S-4 should be able to give you an estimated arrival date for your equipment. As a rule of thumb, expect at least ten days between the time the equipment is loaded, and when it arrives at its destination.

When requesting the use of JA/ATT, it's best to book your entire flight and all vehicles on the same lift/chock. If your request for JA/ATT is disapproved, you'll need to send the equipment by rail. When the equipment is sent by rail the flight will need to send at least four personnel with the army's advance party team to help unload the weapons systems. The advance team should arrive at Ft Polk 10 days prior to the 'box' time and the main body should arrive 7 days prior.

When approved for a JA/ATT mission, keep the following weight of vehicles in mind. When in a KC-10, the front axle weight must be under 3300 pounds and the rear axle weight under 4200 pounds. Expect to load no more than four systems on one plane. Remember other classified material must be treated appropriately. The main body travels with Brigade HHC. All personnel (with the exception of some airborne units) will fly into Alexandria, LA and stay in temporary quarters in the Initial Staging Base (ISB). Equipment sent by rail, will come directly to Ft Polk, AIN LA.

#### **AT JRTC – (Slide 24)**

JRTC should mirror most of what happens at home station. It is an excellent opportunity to demonstrate how your TACP will be employed during a full-blown light to medium intensity conflict.

Upon arrival, the TACP needs to attend several meetings at the ISB. Most of the army meetings are held at the ISB and are a necessity for the BDE ALO to attend. The most important meeting held at the ISB is the Exercise Rules of Engagement (EXROE) brief given by the Division Staff. All Observer / Controllers will be present during this briefing and will be able to address any concerns the TACP has. This meeting lasts approximately two hours, and all members must attend this briefing - no exceptions. The next mandatory meeting is at the Air Warrior building (Bldg 7078) at Fort Polk. Here, the AF O/C's cover safety and how operations work on the TACS side of requesting and executing CAS at JRTC.

Being successful at JRTC requires leadership to be involved in all aspects of the operation. The most important safety issue at JRTC is personal health. It's critical to keep your personnel hydrated at all times. Hydration should start well before arriving at JRTC and continue throughout the rotation.

As the Flight CC/ALO, task your personnel with specific jobs and administration. For example, an ALO should not worry about MREs, water, fuel, maintenance, etc. This is the responsibility of your NCO's. The job of the ALO is to remove obstacles faced by their subordinates and advise the Ground Commander on the employment of CAS assets on the battlefield. If your NCO's are not performing to your standard, quickly address the problem and move on to killing the enemy. Letting your frustrations build up are exactly the wrong way to handle an issue. Lack of sleep and stress may cause you to handle a small issue unprofessionally, and hamper your ability to lead. (Don't use a sledgehammer to swat the fly on your subordinates face.) Keeping a positive attitude cannot be over-stated. Remember you set the tone in your flight. If your flight is down in the dumps it's your, and no one else's, responsibility to revive the morale in your flight.

The TOC site will jump every change of mission and the battalion TOC's may jump daily. Be prepared and insist the Army provide for protection during any movement on the battlefield. Don't organize the TACP any differently just because it's JRTC. Brigade assets need to stay at brigade and battalion assets need to stay there. There should be plenty of Air Force liaison between brigade and battalion to ensure a coherent CAS plan. Reception, Staging, Onward Movement and Integration (RSOI) begins at the ISB.

Before going to the "box", some additional meetings will take place. Contact the Brigade S-4 for all logistical matters. The 'box' will last 14 days and normally consists of a Movement to Contact, Attack in Sector, and Defense in Sector. Establish a 'battle rhythm'. After each phase, you will most likely have an informal or formal After Action Review. Be prepared to discuss all phases of CAS planning and employment. This is the time to learn from doing things wrong as well as doing them right and reinforce lessons learned with your team.

## **JRTC Re-deployment**

Re-deployment should mirror the Deployment phase. Turn in the equipment as soon as possible. Once the home station equipment has been inventoried and shipped out, it's time to get personnel home as soon as possible. If it takes more than a week to get home, a commercial flight may prove to be cheaper. Make sure when you leave the Ft Polk, to leave it in better shape than when you arrived. This includes cleaning the restrooms, vacuuming the carpet and washing everything down.

## **Ulchi Focus Lens (UFL) – (Slides 25 – 26)**

ULCHI FOCUS LENS (UFL) is the largest annual Korean theater exercise providing training for warfighters and their supporting staffs. Goals of the exercise are to: demonstrate U.S.- ROK bilateral resolve, improve Joint and Combined war fighting skills, demonstrate U.S. reinforcement capability, and familiarize U.S. units with Korean terrain and operational environment. III Corps executes Joint and Combined combat operations in support of CINCPAC training objectives.

III Corps participates in UFL annually (usually mid-August) and typically deploys the Tactical Command Post (TAC CP) to Korea to co-locate with Third Republic of Korea Army (TROKA) at Yongin. The Corps conducts Main CP operations (along with simulation response cells) from Ft Hood. III Corps exercise training objectives are to refine the III Corps war plan, build the Corps warfighting team, continue to build on the III Corps – TROKA relationship, deploy and operate the TAC CP, integrate Deep Operations planning and execution, conduct Corps staff synchronization/Battle Staff training and conduct Corps deliberate attack operations. 3 ASOG supports TAC CP and Main CP operations, provides full ASOC or ASOC response cell operations and may support Division response cell operations.

## **Roving Sands / Lucky Sentinel – (Slides 27 – 33)**

### **Planning Conference – (Slide 28)**

The Roving Sands planning conference is typically held in Kuwait one to two months prior to the exercise. Only two to four division staff personnel attend this conference but no Air Force representative is included. Most division staff attendees are from G-3 Plans.

### **Pre-deployment Preparation – (Slide 29)**

As the exercise is normally held in South West Asia (Kuwait), all pre-deployment preparation is similar to any deployment to a combat area. Preparation items include a pre-brief of the overall mission of the exercise, immunizations for the theater, proper uniform issue (desert BDUs, flak vests, chemical gear) and threat briefings.

### **Deployment – (Slide 30)**

Travel to theater is usually by contract carrier. Your contract flight will either depart from Robert Gray Airfield, or you'll depart via commercial means from Austin-Bergstrom Airport to connect with contract flights at a CONUS location. The flight will normally route through Rhein-Mein Airbase in Germany and then to the AOR.

### **At Roving Sands / Lucky Sentinel – (Slides 31 - 32)**

Roving Sands is an exercise with various agency play at Camp Doha. The Division, AOC (usually located in the U.S.) and FORSCOM, British and Kuwaiti forces are the major exercise players with ARCENT as the training audience. The exercise familiarizes all participants with ROE in Kuwait, staff agencies involved in theater and conducts the exercise according to the OPORD developed in the planning conference. As the main training audience, ARCENT HQs includes an Air Support Operations Center (manned by 18<sup>th</sup> ASOG personnel) and TACP personnel from Camp Doha.

### **Re-deployment – (Slide 33)**

Re-deployment is conducted via contract flight back to Ft Hood. The routing should be the reverse of the itinerary to Kuwait.

### **United Endeavor – (Slides 34 - 36)**

UNIFIED ENDEAVOR (UE) is a U.S. Joint Forces Command exercise. The purpose of the exercise is to support Unified Command CINC battle staff training and train a Joint Task Force Commander/staff and Component Commanders/staffs in Joint doctrine and Joint tactics, techniques, and procedures (JTTP).

Unified Endeavor is a Corps participated exercise and is based on possible future conflicts. The scenario could be based on a theoretical future conflict centered on terrain simulated by Panama. A USSOUTHCOM CONPLAN in which the U.S. acts unilaterally to meet its obligations could be undertaken. USCINCSOUTH was designated as the supported CINC. A JTF will be activated and on order, conducting decisive combat operations. The JTF commander will be a USMC 2-star general, and the JTF will be comprised of assets from the USMC, USN, USA, USAF, and Coast Guard. The primary land force (ex: II MEF) is supported by a "DRB-plus" Army force. The Army force will be under the command of a III Corps "ARFOR" HQ. 3ASOG will provide synchronization and execution of air supporting ARFOR maneuver. III Corps play will be conducted primarily from Ft Hood, with liaison elements forward with the JTF in Suffolk, VA and with the AOC. JFACC/AOC play will be conducted by 12AF at DM, with an "Air Force Liaison Element" (AFLE) forward with the JTF at Suffolk.

### **Conclusion – (Slide 37)**

The major Army exercises are not too difficult, but require a lot of preparation. Good preparation will make the difference between a successful rotation and one filled with endless headaches.